

of the  
UNITED STATES INTELLIGENCE BOARD

Office of the Executive Secretary

IHC-MM-374

5 January 1973

25X1 MEMORANDUM FOR: [REDACTED]

SUBJECT : Roles and Missions of the IHC and IHC Support  
Staff and Reorganization of the IHC Subcommittees

25X1 1. In accordance with your guidance, I have reviewed the roles and missions of the Intelligence Information Handling Committee as delineated in the new DCID 1/4 - Coordination of Intelligence Information Handling and the new DCID 1/15 - Data Element and Code Standardization for Intelligence and Intelligence Information. In addition the three-legged stool concept proposed by [REDACTED] Director, OC, also coincides with my thoughts on the organization of the IHC subcommittees. In reviewing the present subcommittee structure (System Design and Development Subcommittee, Research and Development Subcommittee and Education and Training Subcommittee), I have come to the same conclusion that you have that we are not organized properly to accomplish the broad general objectives of DCID 1/4.

2. To effectively accomplish the objectives set forth in DCID 1/4 and 1/15, I propose that we disestablish the present IHC subcommittees and establish three new subcommittees. The operations and functions of the subcommittees are detailed in Attachment 1.

25X1 3. To operate effectively, and not have a committee managing another (sub)committee, I propose that the IHC Support Staff function as the action arm of the IHC and provide guidance as directed to the new IHC subcommittees. The Support Staff will need to obtain, and maintain a working overview of all elements of intelligence collection, production and dissemination to effectively discharge its responsibilities. To do this effectively, with the present size of my staff, I do not believe it will be possible to provide either the individual for the chairman of

The subcommittee or the secretary of the subcommittee. The IHC Support Staff, however, will actively monitor the activities of the subcommittees in order to provide direction to the subcommittees and coordination between the subcommittees, other USIB committees/subcommittees and other organizations, as appropriate. The coordination task is extremely important in view of the interaction between the individual subcommittee and other USIB organization objectives, tasks, and responsibilities. Therefore, in order to accomplish the objectives and tasks set forth, it may be necessary to provide some outside contractor technical expertise to tie together the outputs of the three subcommittees and to perform in depth system trade-off analyses and to provide other support as required.

4. Attachment 2 is a proposal for accomplishing the objectives set forth in DCID 1/15 (i.e., to coordinate the formulation of and promulgate in appropriate manuals Federal program standards, etc.)

5. It is proposed that this memorandum and the attachments be disseminated to the IHC members and that this reorganization be reviewed in detail at the next IHC meeting scheduled for 24 January 1973.

[Redacted Signature Box]

Executive Secretary

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## ORGANIZATION OF IHC SUBCOMMITTEES

1. Enclosure 1 depicts the structure of the IHC, IHC Support Staff and IHC subcommittees.
2. The general mission of the IHC as delineated in DCID 1/4 (new) is as follows:-

"The mission of the committee, under the general guidance of the Director of Central Intelligence, is to advise and assist the DCI in the discharge of his duties and responsibilities set forth in the NSCIDs with respect to intelligence information handling 1/ matters; to facilitate the timely and coordinated handling and exploitation of intelligence and intelligence information within the intelligence community; and to promote the continuing improvement, integration and effective use of community information handling resources."

To carry out this mission, it is proposed that the IHC establish the following subcommittees:

- a. Guidance & Evaluation Subcommittee,
- b. Systems Subcommittee, and
- c. Telecommunications & Teleprocessing Subcommittee.

1/ Information handling includes the formulation of requirements for information exchange, the teleprocessing and receipt of information from collection sources, dissemination, transformation, indexing or categorization, storage, retrieval and presentation.

3. The Systems Subcommittee and the Telecommunications 2/ & Teleprocessing 3/ Subcommittee together comprise a "system" and, therefore, the relationship of these two subcommittees of necessity has to be close. The Guidance and Evaluation Subcommittee, although it will be doing original work in determining requirements that will affect the work of the other two subcommittees, will be using the outputs of the other subcommittees which will enhance, modify, or establish a requirement. Thus the relationships of these three subcommittees to one another will and must be very close. In turn, the relationships of the IHC and its subcommittees will be very close to other USIB committees, particularly COMIREX, SIGINT, and SECOM, and to the DCI's Intelligence Community Staff. Interaction between subcommittees and between subcommittees and other USIB committees will be guided and directed by the IHC via the IHC Support Staff. Intelligence information and/or analyses available within the IC Staff will be obtained by the IHC/SS for the IHC subcommittees.

4. Guidance and Evaluation Subcommittee (G&ES)

a. Objective

(1) The Guidance and Evaluation Subcommittee will conduct technical and operational system analysis as

2/ Telecommunications - Any transmission, emission, or reception of signs, signals, writings, images and sounds or information of any nature by wire, radio, visual or other electromagnetic means. (MIL STD 188C)

3/ Teleprocessing - A form of information handling in which a data-  
process

directed which will result in statements of requirements and verification of concept feasibility. Analyses and evaluations will include system status or improvements based on:

(a) Community and operational users stated requirements as analyzed, verified and/or modified by the G&ES.

(b) Short term - Deficiencies identified through the analysis of an operational system(s)/program(s).

(c) Long term - Deficiencies identified through the analysis of approved funded system(s)/program(s) under development.

(d) Technological advances or centralization of data bases.

(2) Validate requirements for the introduction in the intelligence community of improved methods, techniques and facilities for processing multi-source information for improving or enhancing intelligence reports.

(3) Requirements and alternative methods of satisfying requirements will be subjects for cost/benefit trade-offs.

b. Tasks

(1) The following are general tasks that should be addressed by the G&ES:

(a) Recommend to the IHC and assist with coordinating the implementation of policies, directives and programming guidance in respect to the establishment and maintenance of community information handling systems.

(b) Keep the IHC appropriately advised concerning implementation of approved policies, guidance, and standards.

(c) Formulate and recommend policies and procedures relating to the flow, indexing, storage, and exchange of intelligence information.

(d) Identify the intelligence community information exchange needs/requirements. The type of information, its detail, potential users and the need for exchange will be evaluated.

(e) Evaluate the efficiency, effectiveness, and utility of an information handling system(s) as it supports intelligence users of finished system outputs, analysts who interact with the system, current intelligence analysts and non-intelligence community operational people as appropriate.

(f) Identify certain primary and comprehensive subject matter files and/or data bases which would best be maintained by one USIB agency as a service of common concern, and recommend the assignment of responsibility for the establishment and maintenance of such files and/or data bases to a specified USIB agency.

(g) Provide assistance and encourage the development of standardized procedures for information handling to include the development of compatibility of files for automated storage and retrieval systems.

(h) Promote and assist in the coordination, as appropriate with the assistance of other committees

of USIB, the development of community information handling capabilities which will provide on a timely basis, as required, relevant multi-source information in response to authorized queries.

(i) Identify security aspects of information handling systems which require coordination with the Security Committee of the USIB and to assist when necessary to ensure that the security aspects are given appropriate consideration.

(j) Coordinate the formulation of and promulgate in appropriate manuals Federal program 4/ standards, as necessary, for data elements, data codes and related features to be used in the exchange of intelligence information; to determine and publish implementation schedules for approved standards; and to assist as appropriate with the liaison with non-community organizations concerning data element and code standards.

(k) Consider the adequacy of present department/agency systems and their potential for fulfilling community needs.

(1) Review the format and distribution of the output product and identify deficiencies and recommend changes.

4/ "Federal Program Standards" for use in particular related programs concerning more than one agency, as defined in Bureau of the Budget Circular A-86, 30 September 1967.

(m) Promote the establishment of education and training programs in information sciences.

(n) Identify the need for backup contingency systems.

5. Systems Subcommittees

a. Objective

(1) The Systems Subcommittee will conduct technical and operational system analysis as directed to insure that intelligence information exchange systems, processing centers, collection systems and indications and warning systems are processing and disseminating the intelligence information in an adequate, efficient, timely and economical manner. Analyses and evaluation will include system status or improvements based on:

(a) Validated or G&ES generated requirements,

(b) Short term - Deficiencies identified through analysis of an operating system(s)/program(s),

(c) Long term - Deficiencies identified through the analysis of approved funded system(s)/program(s) under development, and

(d) Technological advances or centralization of data bases.

(2) Validate requirements for the introduction in the intelligence community of improved methods, techniques, and facilities for processing multi-source information for improving intelligence reports.



(3) Present and alternative ADP techniques will be subjects for cost/benefit trade-offs.

b. Tasks

(1) The following are general tasks that should be addressed by the SS:

(a) The Subcommittee will review and recommend systems and equipment used for intelligence information handling in the following areas: collection systems, current intelligence systems, intelligence information exchange systems and processing centers.

(b) The Subcommittee will evaluate equipment, software, procedures, standards, and architecture of the above areas in connection with efficient and effective use of the data, system comparisons and relationships, correlation of data from different systems, and locations of and methods of dissemination of intelligence data from processing centers.

(c) The evaluations, reviews, and recommendations will take into account the utility of existing ADP data handling systems resources, the potential use of existing facilities, and the identification of intelligence information handling deficiencies.

(d) The Subcommittee will recommend to the IHC programming guidance with respect to the establishment and maintenance of community-information handling systems.

(e) The Subcommittee will formulate and recommend standards where standardization is judged valuable. Wherever practicable, standards chosen will be identical to, or compatible with, pre-existing government standards. Special attention will be paid to standards, compatibility where an interface exists with a system(s) where a set of government standards already apply.

(f) Reviews of planned and existing systems will include descriptions of viable alternatives and cost/performance trade-offs among these alternatives. Cost analysis will include acquisition, modification and five-year operating costs.

(g) The SS will maintain current knowledge of ADP technology. The SS will recommend and/or support R&D programs under development by other government agencies when appropriate. As appropriate the SS will recommend that the IHC of USIB task other government agencies to conduct specific R&D experiments and test programs.

6. Telecommunication & Teleprocessing Subcommittee

a. Objective

(1) The Telecommunication and Teleprocessing Subcommittee will conduct technical and operational system analysis as directed to insure appropriate, adequate, efficient, timely and economical information flow. Analyses and evaluation will include system-status or improvements based on:

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- (a) Validated or G&ES stated requirements,
- (b) Deficiencies identified through analysis of the existing system(s), and,
- (c) Opportunities resulting from technological advances.

(2) Present and alternative telecommunication/teleprocessing techniques will be subjects for cost/benefit trade-offs.

b. Tasks

(1) The following are general tasks that should be addressed by the T&TS:

(a) The Subcommittee will review and recommend systems and equipment used to transfer information to, from and between elements of the collection systems, current intelligence systems, intelligence information exchange systems, and processing centers reviewed by or related to the Systems Subcommittee, or as directed. As most systems being considered by the Systems Subcommittee are highly automated, specific emphasis is to be given by the T&TS to communications (hardware and software) linking computer nodes within the community.

(b) Identify community teleprocessing and telecommunications requirements and coordinate the development of teleprocessing and telecommunications capabilities.

(c) The Subcommittee will evaluate equipment, software, procedures, standards and architecture in

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connection with: (a) Netting, (b) Switching and Routing, (c) Tech control and Data Degradation, (d) Transmission, (e) Communications security, (f) multi-level security, (g) Preparation of data for transmission, (h) Compatibility of all interfaces with other equipment and procedures, and (i) Human Interface.

(d) The evaluations, reviews and recommendations will take into account the utility of existing telecommunications and teleprocessing resources, the potential use of existing facilities, and the identification of telecommunication and teleprocessing deficiencies.

(e) The Subcommittee will formulate and recommend standards where standardization is judged valuable.

Wherever practicable, standards chosen will be identical to or compatible with pre-existing government standards. Special attention will be paid to standards compatibility where an interface exists with a system(s) where a set of government standards already apply.

(f) Reviews of planned and existing systems will include descriptions of viable alternatives and cost/performance trade-offs among these alternatives. Cost analysis will include acquisition, modification and five-year operating costs.

(g) The T&TS will maintain current knowledge of T&T technology. The T&TS will recommend and/or support R&D programs under development by other government

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will recommend that the IHC of USIB task other government agencies to conduct specific R&D experiments and test programs.

(h) Aid in the development of contingency back-up systems, as endorsed by the G&ES or other approved sources.

7. IHC Support Staff

a. The IHC/SS will actively monitor the activities of the subcommittees in order to provide direction to and coordination between the subcommittees, other USIB subcommittees and the DCI Intelligence Community Staff. The coordination task is extremely important in view of the interaction between the individual subcommittees and their objectives and tasks and responsibilities. The IHC/SS will assist the IHC subcommittees in obtaining community information or support when necessary so that the subcommittees may accomplish its objectives in an efficient, effective and timely manner.

b. It shall be the responsibility of the IHC/SS, with inputs from the IHC subcommittees, to develop an inventory of Community Intelligence Information Systems (CIIS) including their performance and interactions on a specified basis. It is anticipated that this CIIS inventory will include only selected systems as judged by the IHC or the IHC/SS or the subcommittee chairmen

is planned to obtain as much data as required, in the same format if possible, from the DCI/IC Staff for the review of programs and for the preparation of the inventory.

e.. It is suggested that the CIIS inventory be divided into the following volumes with the compilation responsibility as shown:

Volume I Intelligence Collections Systems--  
Ch, Sys. Subcommittee

Volume II Current Intelligence Systems--  
Ch, Sys. Subcommittee

Volume III Intelligence Information Exchange  
Systems--Ch, Sys. Subcommittee

Volume IV Processing Centers--Ch, Sys.  
Subcommittee

Volume V Intelligence Telecommunications &  
Teleprocessing Systems--Ch, T&T  
Subcommittee

Volume VVI Software Categories

Section A - Operating Systems Software,  
Ch, Systems Subcommittee

Section B - Teleprocessing and Tele-  
communications Software, Ch, T&T  
Subcommittee

Section C - Applications or Operational  
Programs, Ch, G&E Subcommittee

Volume VII Standards--Ch, G&E Subcommittee

Volume VIII Requirements--Ch, G&E Subcommittee

Volume IX Overview of Intelligence Information  
Systems and Functional Relationships  
and Intelligence Information Flow.

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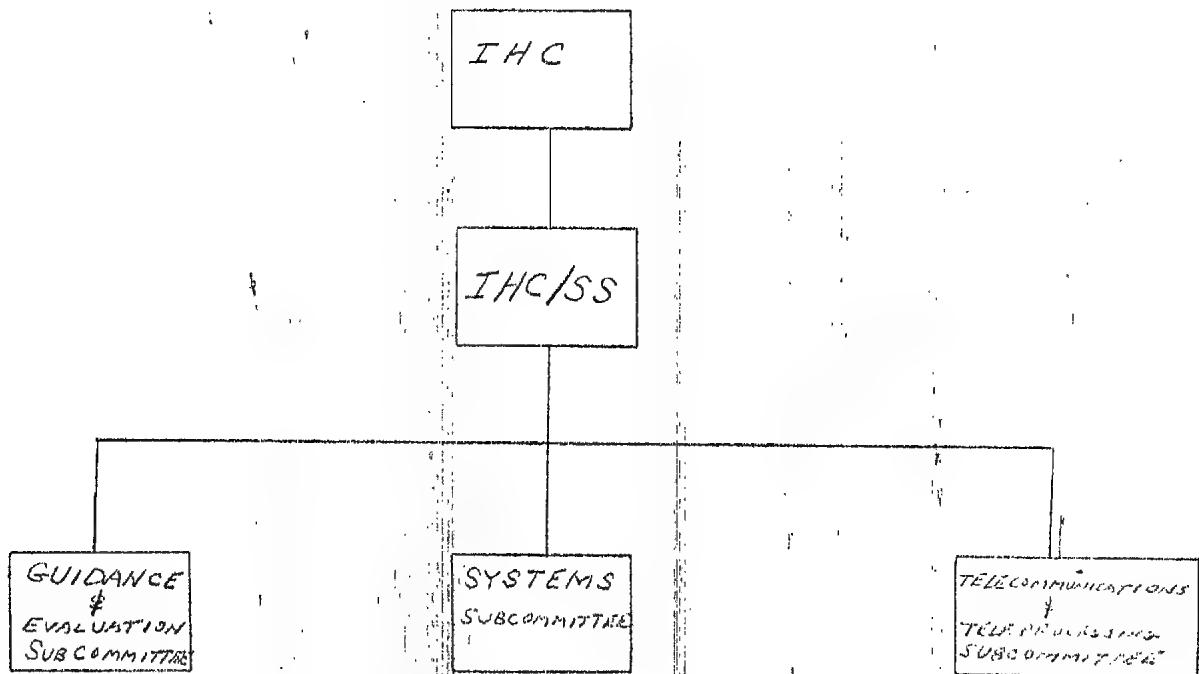
d/ The volumes would be organized according to systems and subsystems functions. It is anticipated that some of the items in the various volumes will be reviewed in greater detail by the IHC Subcommittees and therefore provide greater information on specific items. At an appropriate time this data would be machine formatted using the DCI ADP systems and with assistance of the IHC/SS.

e. In order for the IHC/SS to accomplish the above objectives, it may be necessary to provide some outside contractor technical assistance to tie together the outputs of the three subcommittees and to perform system trade-off analyses.

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Enclosure 1  
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GUIDANCE & EVALUATION SUBCOMMITTEE

I. SPECIFIC TASKS

A. Files/Products

1. The Subcommittee will review: the numbers, types and completeness of the information in the intelligence community; ADP files, their usefulness and the accuracy and validity of the data base; the adequacy of the updating period being used; and the method of updating the files.

2. It will review locations of files and determine whether user ADP facilities should have their own files which would be updated by an assigned responsible agency vs. a set of files at a centralized location which would be used by the intelligence community in a community information network exchange system mode of operation. In addition the G&ES should consider a distributed data base concept for files in a community information network exchange system.

3. It will consider the uses of the files to include timeliness as well as accessibility of data. The requirements for on-line access and analyst/computer interaction should be identified and verified.

4. A list of intelligence community files should be generated and denote interagency utilization (i.e., not

all agencies/departments will use all files or all portions of a file). It should include available files and data that is potentially capable of being formatted, based upon community needs (i.e., detail of information required and priority).

5. Interactive on-line usage of computer files vs. batch processing of files must be considered.

6. Problems and recommended solutions to be identified:

a. Updating - methods, assigned responsibility, and periods (Time)

b. File locations (to address 2. above)

c. Query languages (establish the need for an intelligence community standardized query language).

B. Communications Requirements

Within the confines of the intelligence community information exchange area, consider the present communication volume by category (voice, data, teletype, facsimile, video) - clear text and encrypted - and subject, priority, format and distribution. Using this data, prepare a requirements/needs document that can be reviewed from a resources and technology standpoint by the T&TS.

C. Resource Plan

A consolidated five-year resource requirement plan will be prepared and updated on an annual basis.

D. System Availability/Reliability

1. The G&ES must consider the impact of system reliability and its adverse effects for normal as well as abnormal operating conditions.

2. The need for adequate ADP back-up capabilities should be identified.

E. Terminals

Adequacy of number and locations of terminals in a specific network.

F. Security

ADP security and multi-level security implications.

G. Consultant/Contractual Support

The G&ES, with the approval of the Chief of the IHC/SS, may hire consultants or obtain contractual support for specific tasks, analyses or analysis support.

H. Other IHC Subcommittees

Tasks for the System Subcommittee and Telecommunications & Teleprocessing Subcommittee, identified by the G&ES, are to be coordinated with the Chief of the IHC Support Staff.

I. Skills

As a minimum the G&ES will be composed of a chairman and seven other members. The chairman of the G&ES should be an expert in all aspects of intelligence production, customer requirements and national intelligence objectives. A working knowledge of computer applications in the production process is also desirable. Members of this subcommittee are to be provided by the intelligence community. They

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should have backgrounds in intelligence production, operations, current intelligence and an awareness of intelligence community requirements and national intelligence objectives. Member(s) should also possess intimate knowledge of computer applications in the production process and the need for data standards. One of the members should be an expert in ADP hardware and management information and applications software.

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SYSTEM SUBCOMMITTEE

I. Specific Tasks

A. Collection Programs

A specific responsibility of the SS will be the review of funded and approved collection programs under development as they relate to information handling systems.

B. Systems

The SS will review and analyze the performance and utility of present and planned current intelligence systems, processing centers and associated information handling systems.

C. System Information

The SS will provide to the IHC/SS a set of system and subsystem descriptions in its area of concern including collection systems. The format of the information to be collected, at a minimum, will include: (1) System Name and Acronym, (2) Purpose, (3) Status, (4) Operational Agency/Department, (5) Project Officer, (6) Narrative descriptions of system to include as appropriate: (a) information inputs/outputs, and (b) Systems functions and architecture; (7) Users, (8) Summary of stated system requirements and measured performance as appropriate, (9) Classification level of data handled, (10) Resource identification by fiscal year for a five-year plan (to include current resources, major procurement line items and associated Research Development Test and Evaluation as appropriate), (11) Relationships,

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as appropriate, to other systems (augmentation, overlap, replacement, duplication). As required and appropriate, other detailed data peculiar to a specific processing facility, collection, indications and warning and intelligence data handling system will be collected.

D. Support

The SS, with the approval of the Chief of the IHC/SS, may hire consultants or let contracts for specific tasks, analyses or analysis support.

E. Skills

As a minimum, the SS will be composed of a chairman and seven other members. The Chairman should have a broad technical background in community SIGINT and Imagery collection and processing systems. He should also possess managerial skills and technical competence in information processing techniques involving computer technology. Members of the subcommittee should have technical backgrounds in SIGINT and Imagery collections systems, systems analysis, ADP hardware and operating system software, teleprocessing techniques, and electronic data processing technology as well as an understanding of computer security considerations concerning the processing and exchange of sensitive intelligence information.

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TELECOMMUNICATIONS & TELEPROCESSING SUBCOMMITTEE

I. Specific Tasks

A. Collection Systems

A specific concern of the Subcommittee will be the telecommunications and teleprocessing procedures and equipment interfacing with or dedicated to collection systems as designated.

B. System Information

The T&TS will provide the IHC Support Staff a set of system and subsystem descriptions in its area of concern in the same format as used by the Systems Subcommittee (See Enclosure 3, Para. I. C.).

C. Support

The T&TS, with the approval of the Chief of the IHC/SS, may hire consultants or let contracts for specific tasks, analyses, or analysis support.

D. Skills

As a minimum, the T&TS will be composed of a chairman and seven other members. The chairman, in addition to managerial skills, should have a broad background in telecommunications and teleprocessing involving both analog and digital communications techniques. Members of the subcommittee should have backgrounds in network and systems analysis, hardware and software technology,

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processing techniques, communications security and a good understanding of all other aspects of telecommunications and teleprocessing systems.



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DATA ELEMENT AND CODE STANDARDIZATION  
FOR INTELLIGENCE INFORMATION

REVISED  
12 January 7

Under the authority of the new DCID 1/15, the IHC is responsible for developing standards for Data Elements and Data Codes as Program Standards for the Intelligence Community.

1. The definitions of data element, data code, general and program standards are defined in Bureau of the Budget Circular A-86, 30 September 1967, Subject: "Standardization of Data Elements and Codes in Data Systems."

2. To best utilize the time of the IHC Support Staff (IHC/SS), IHC Subcommittees and Working Groups, the IHC will undertake the development of standards by utilizing the Assigned Responsible Agency (ARA) concept.

3. The following establishes the procedure for developing USIB standards using the ARA concept:

a. After the Guidance and Evaluation Subcommittee, or another authorized source, identifies a need for a standard, the IHC/SS will, after coordination with the community:

- (1) Nominate an ARA for the proposed standard;
- (2) Identify USIB members who should participate in the development of the standard;
- (3) Prepare an ARA tasking paper for the IHC's review and approval; and
- (4) Forward the approved tasking paper to the ARA for action.

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4. If the tasking paper is not approved by the IHC, it will be returned to the IHC/SS for further appropriate action.

5. The ARA will:

a. Establish a Working Group to develop the standard;

b. Inform the IHC, via the IHC/SS, every six weeks of current progress on the task; and

c. Submit the draft standard to the IHC/SS for review.

6. If the results of the ARA developed standard meet the objectives of the IHC tasking request, the IHC/SS will forward the draft standard to the IHC for approval.

7. If approved, the IHC will promulgate the standard with an appropriate covering IHC/USIB memorandum assigning the maintenance responsibility of the standard to the ARA and insuring that changes/modifications to the standard are forwarded to appropriate users and the IHC/SS.

8. If, upon the IHC/SS review, the standard is found inadequate one of the following actions will occur:

a. Return the standard to the ARA with recommendations for further development; or

b. Forward the draft standard to the Guidance & Evaluation Subcommittee for its review.

If the problem is resolved by the subcommittee, it will be returned to the ARA for further appropriate action. If the

problem cannot be resolved, then the IHC/SS will review the subcommittee's findings and submit appropriate recommendations to the IHC. The IHC will then determine the next course of action.

9. The tasking document from the IHC will include a proposed completion date for the preparation of the standard. The ARA standard will include a proposed implementation date for the standard and, if appropriate, a schedule for adoption by individual agencies and estimated cost of implementation. Subsequent maintenance and promulgation of changes to the approved standard will be accomplished by the ARA with IHC approval as required.

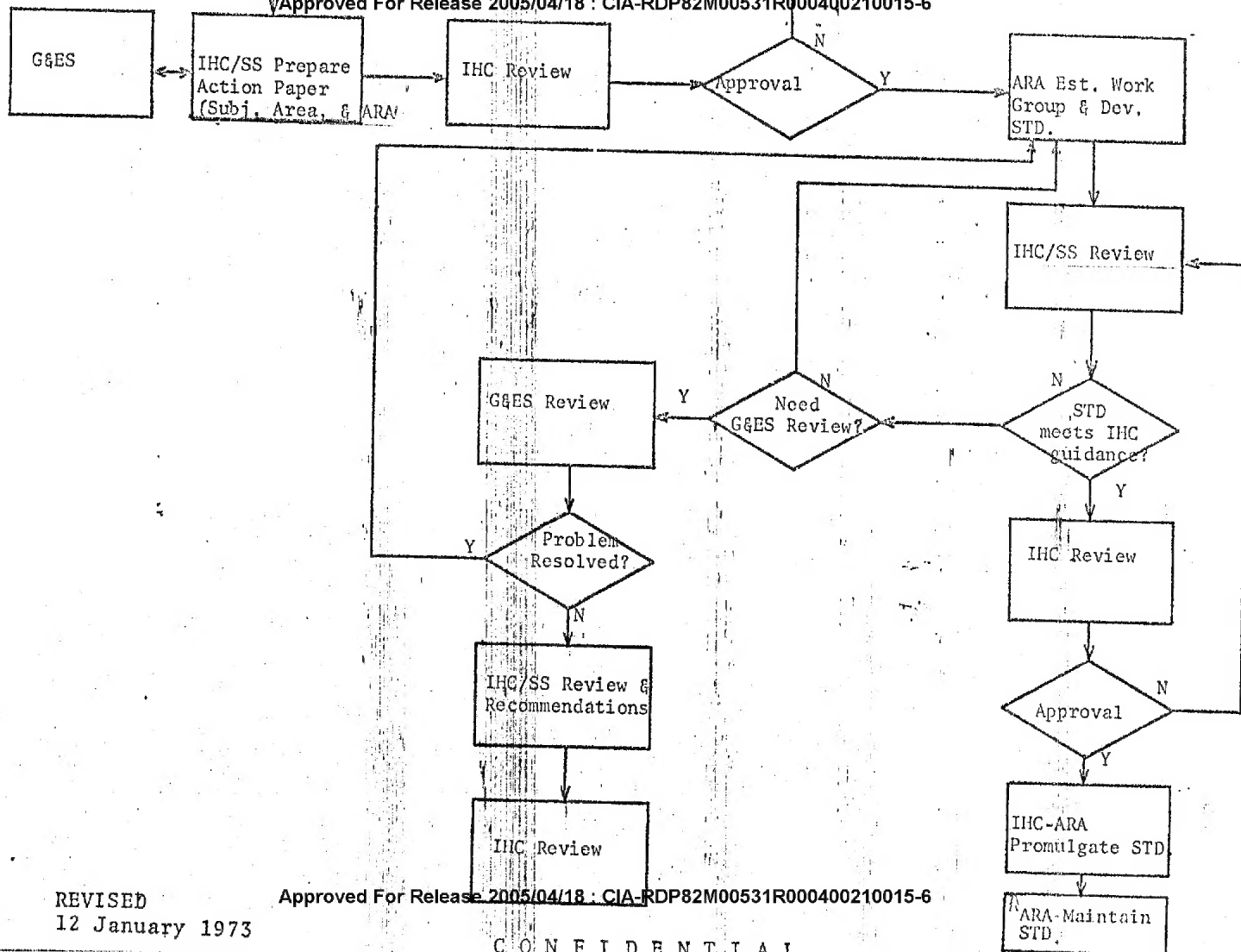
10. A flow chart depicting the above actions is provided as Enclosure 1 to this memorandum. A Priority list of suggested standards for development is provided as Enclosure 2.

11. The proposed effective date for implementing this procedure is 1 March 1973.

APPROVED:

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Chairman, IHC/USIB

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